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Effects Based Operations

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Agenda

- Why EBO?
- History
- Defining EBO
- EBO concepts
- Historical example
- Conclusions
- Reading List

Three Caveats

1. EBO is not new

2. Joint Doctrine for EBO is a work in progress

3. There are limited subject matter experts on EBO

Why EBO?

“don’t tell me what you want me to do, tell me the effect you want to achieve.”

Hasn’t the Army been doing this?

Isn't that what “Auftragstaktik” and mission command is all about?

There must be more to the concept of EBO than just that?

Where did EBO come from?

WW II

Korea

Vietnam

Cold War

Desert Storm

Bosnia/Kosovo

OEF/ OIF

Future

QDR
JV2020

Service Doctrine

- Air-Land Battle
  82, 86 Ver FM 100-5
- Maneuver Warfare
- Army Operations
  FM 3-0

Service Concepts

- Effects-Based
  (Expeditionary)
- Opn'l Mvr from the Sea
- Network Centric
- Future Force

Reasons for Change:

- **Operational Environment**
- **Technology**

What's Different?

Traditional Warfare	vs.	EBO
Industrial Based	vs.	Information Based
Overwhelming Force linked with weapons	vs.	Precision ISR precision
Objective/Attrition Focused	vs.	Precision weapons to attack key nodes at all levels
Linear/Sequential Approach	vs.	Simultaneous attack across full spectrum

Defining EBO

J9 - **A process for obtaining a desired strategic outcome or "effect" on the enemy, through the synergistic, multiplicative, and cumulative application of the full range of military and nonmilitary capabilities at the tactical, operational, and strategic levels.**

From GEN Kernan, CDRUSJFCOM:

"EBO is more than just kinetic application of military power. It's using our full array of power in the national arsenal." - 17 Sep

"EBO is a new way of thinking about the fighting the enemy. EBO seeks to continually focus the full range of military and inter-agency asymmetric advantage against the enemy's system break-points to destroy his coherence." – 9 Apr 2002

Rand Paper - **EBO are operations conceived and planned in a systems framework that considers the full range of direct, indirect and cascading effects, which may – with different degrees of probability – be achieved by the application of military, diplomatic, psychological and economic instruments.**

Key Concepts

- **Systems Thinking**
- **Leverage Points**
- **Second and Third order Effects**
- **Use all elements of National Power**
  (DIME – Diplomatic, Information, Military, and Economic)

EBO: "A careful analysis of how and why an enemy behaves as he does will reveal capabilities essential to his military operations, the attack of which will have a crippling effect on his ability and/or willingness to fight."

From COL (RET) Richard Sinnreich:

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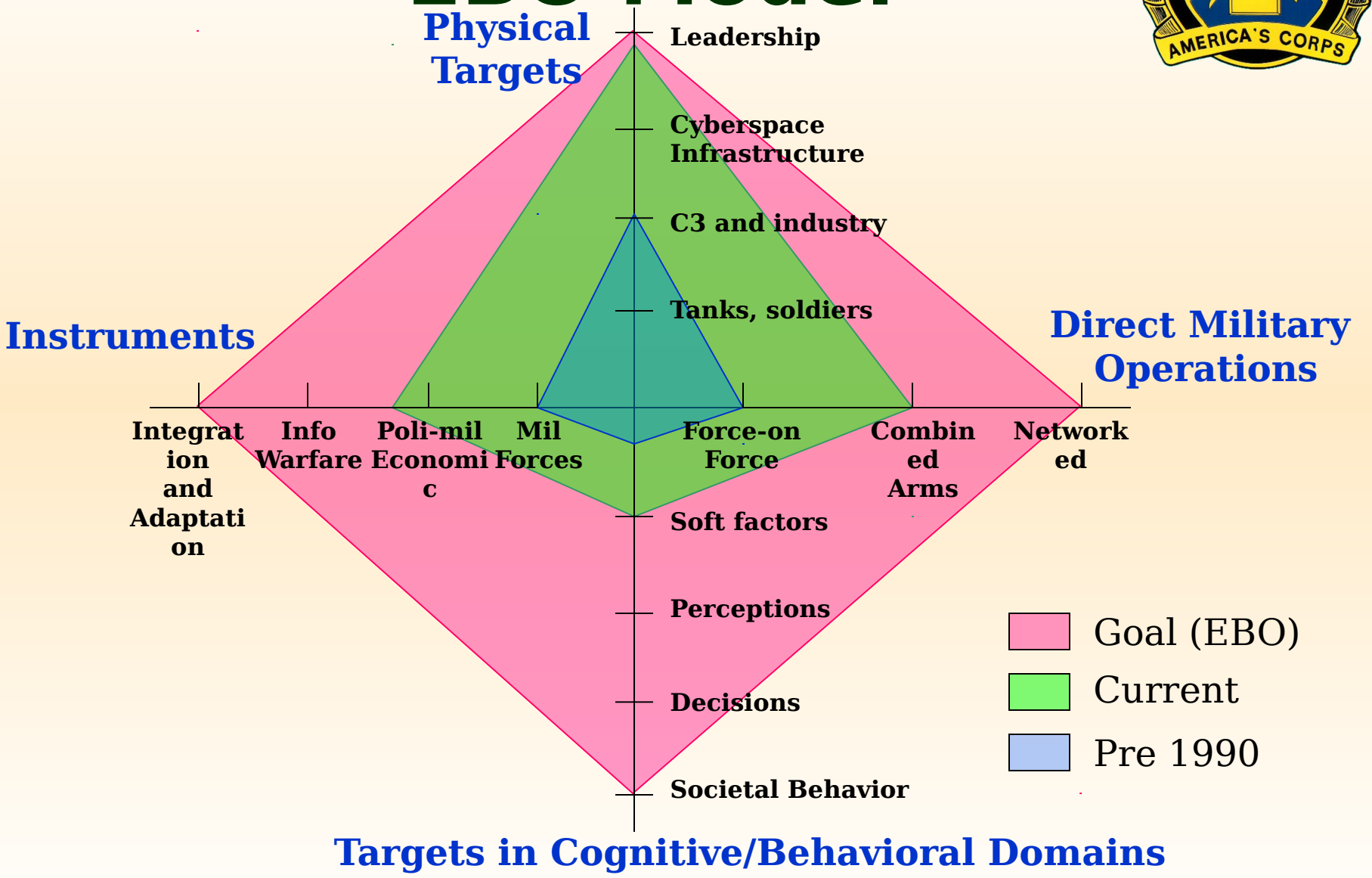
EBO Model



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Historical Example

Allied Strategic Bombing Campaign in WWII

Task: Bomb ball-bearing factories
Bomb oil production facilities

Leverage point

Purpose: Delay German tank production
Limit German offensive potential

1st Order Effects

Results: Failed to make a significant impact on tank production or destroy oil production, but….

2nd Order Effect

Unintended Results:

…Germany committed and lost most of its Air to fight off the Allied bombers.

3rd Order Effect

…German blitzkrieg doctrine relied on air supremacy and close air support but did not have it available on the western front giving a significant advantage to Allied forces.

What could the Allies have achieved if they had deliberately attacked the German System

A Word of Caution

"For defense planners and budgeters, effects based operations (EBO) and operational net assessment (ONA) are a seductive combination. In principle, they promise more effective use of any given amount of force, hence the prospect that fewer forces overall may suffice to accomplish any given mission. In turn, that implies faster strategic deployment and quicker, cheaper victory, both key goals to transformation."

"The problem is that predicting confidently how an enemy will behave and on what capabilities he will depend becomes much harder as the behavior to be predicted shifts from the tactical to the operational and strategic levels. Even more true when the enemy reflects a culture very different from ours."

From COL (RET) Richard Sinnreich:

Unlocking EBOs Potential

- Continue to study the concept
- Look for opportunities to train subordinates to think in terms of systems
- Develop our understanding of our enemies and their cultures.

Reading List

- “Effects Based Operations” – Edward Smith, 2002
- “EBO: A New Operational Model?” – LTC Allen Batschelet, USAWC
- “EBO, A Grand Analytical Challenge” – Paul K. Davis, Rand
- “The Fifth Discipline” – Peter Senge
- “Complexity” – Mitchell Waldrop
- Operational Net Assessment (ONA) Primer by BG (Ret) Wayne M. Hall
- Effects Based Operations Primer by BG (Ret) Wayne M. Hall
- JV 2020
- J9 White Paper on EBO
- USAWC Paper, “EBO: A New Operational Model?” (2002)
- Rand Paper, “EBO: A Grand Analytical Challenge” (2001)
- “An Operating Concept in Search of Modesty”, Sinnreich (2003)

What are your Questions?